FAUNA & FLORA INTERNATIONAL

# Fauna & Flora International Myanmar Program (FFI Myanmar)

## Standard Operating Procedures

## Employment Terms and Conditions
***July 2011***

i. Preface
This document defines terms and conditions for Staff and Consultants employed by the Fauna & Flora International Myanmar Program (FFI Myanmar), a joint program of FFI.

The SOPs are based on the requirements of the partners and donors, particularly the EU, and operational requirements specific to Myanmar (= Burma), the sanctions regimes of the United States and European Union. They also accord with the January 2011 Implementation Agreement and subsequent amendments, which takes precedence should there be any conflict with this document.

Unless otherwise stated below, references to financial responsibilities mean that only FFI is and its designated representatives are responsible for funds held by FFI (ie, EU and Halcyon funds), and only PRCF and its designated representatives are responsible for funds held by PRCF (ie, ARCUS and USFW funds).

**ii. Acronyms and abbreviations**

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|---|---|
| BTO | Back to Office Report |
| CFO | Community Forestry Officer |
| DSA | Daily Subsistence Allowance |
| EU | European Union |
| FAM | Finance and Administration Manager |
| FC | Field Coordinator |
| FFI | Fauna and Flora International |
| MMK | Myanmar Kyat |
| MoU | Memorandum of Understanding |
| OFAC | Office of Foreign Assets Control (Of US State Department) |
| PM | Project Manager |
| PRCF | People Resources and Conservation Foundation |
| ToR | Terms of Reference |
| USD | United States Dollar |

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## 1. Introduction

The FFI Myanmar recognizes its human resources is its most important asset. A competent workforce, thoroughly trained, properly motivated, and bound together by mutual trust and common objectives is crucial to the success of the program.

The FFI Myanmar strives to be an equal opportunity employer and shall apply objective and fair criteria to ensure that employees are selected, assessed, and promoted on the basis of their merits, abilities and performance. All employees will be treated in a fair and consistent manner regardless of race, colour, religion, national or ethnic origin, gender, marital status, physical ability or age.

The objectives of these guidelines are to:

- Attract and retain qualified staff and motivate them to reach high levels of
- performance
- Ensure respect for the value and contribution of each individual staff member
- Be competitive with other organizations and projects operating in Myanmar

This policy covers locally hired full time national staff and consultants, and foreign consultants operating under contract to the Myanmar office. It does not cover foreign staff or consultants recruited outside of Myanmar.

Daily-paid workers, interns, volunteers and international full-time staff and consultants not hired from the Myanmar office are outside the scope of these employment conditions and are covered by the terms of their individual employment contracts.

The terms and conditions stated here are effective from the date of issue and supersede all previously issued human resources policies and employment conditions or other documents of the FFI in Myanmar.

If any part of these employment conditions is contrary to or conflict with a staff member's contract or with the laws of Myanmar, the latter shall apply.

## 2. Definitions

"FFI Myanmar" refers to the joint conservation program of Partner Organisations. The FFI Myanmar was formed by an Implementation Agreement between the three partners dated January 2011.
"Supervisor" refers to an FFI Myanmar employee to whom other employees report as stated in their employment contracts. Note: Family relatives, spouses, partners, etc. working in the program may not be supervisors to each other.

"Program Directors" or "FFI Myanmar Directors" refers to nominated representatives of FFI and the PRCF. These individuals are currently Frank Momberg for FFI and Mark E Grindley for the PRCF.

"Authorized Persons" or "Delegates" are FFI Myanmar employees to whom one of the Program Directors delegates specific responsibilities.

"Employee" or "Staff" are salaried employees contracted to FFI Myanmar for over eight months, regardless of the nature of the contract.

"Consultants" are national or international experts working on a daily rate or lump sum Contract for under eight months in any one year.

"Volunteers" are individuals who contribute to FFI Myanmar activities on a voluntary basis, i.e. for a stipend or allowance rather than a salary. They do not receive contributions to insurance or health schemes and may be required to provide their own medical and accident insurance. They are governed by a signed Agreement and Terms of Reference that specifies obligations of employer and employee.

# 3. Legal Status

The FFI Myanmar is a legal entity. The Program Partners are legally constituted under the laws of their originating country.

FFI Myanmar staff and consultants are employed by one of the partner organisations to work exclusively on FFI Myanmar activities. Foreign staff and consultants are hired by FFI, while national staff and consultants hired in country are hired by FFI.

The FFI Myanmar undertakes to respect and comply with all local legislation relating to the employment of staff. The Program Directors are responsible for ensuring that the employment of staff is consistent with national law.

### 3.1 Appointing Authority

The authority to appoint staff to be paid with FFI Myanmar budget is vested in the Program Directors. They may, when necessary, authorise a Delegate to appoint staff. All employment contracts must be signed by a representative of the employing Program Partner to come into force.

### 3.2 Terms of Reference

A clear and accurate job description will be prepared for each position. The job description should include the following information:

- Title of the position
- Location of the post ("Duty Station")
- Purpose or aims of the position
- Start and end dates
- Duties and responsibilities
- Reporting lines and structure

### 3.3 Health and safety

New staff will be provided with a copy of the FFI Myanmar P Health and Safety Guidelines. The guidelines will be periodically updated and contain up to date emergency contact details.

The wearing of motor cycle helmets is a requirement for all employees engaged on FFI Myanmar business while riding on a motor cycle. This includes travel in remote field sites.

### 3.4 Employee Information Form

New staff must complete an Employee Information Form and returned to her/his Supervisor, the format will be provided by the FAM. This form includes contact information and contacts for immediate family members in the event of an emergency. It is the responsibility of employees to update their Employee Information Form as required. Consultants are also required to complete the form.

### 3.5 Ending of definite term contracts

Employment ends automatically at the end of the term specified in the employment contract. Neither the FFI Myanmar nor the employee is required to give notice or take any actions to end the period of employment.

#### *a) Resignation*

Employees who wish to resign before the end date of their contract must submit a letter of resignation to the Director. The letter should give reasons for the resignation and state the last day of service. Resignations will be accepted and confirmed in writing by the Director. At the end of service, staff will be paid any outstanding leave balance due, together with all accrued benefits.

Employees must provide 30 days notice in writing prior to terminating a contract, or the length of notice specified in their contract, whichever one may be the longer.

Should the employee fail to provide the required notice, the FFI Myanmar reserves the right not to pay outstanding leave.

During the probationary period (see below), employees may resign providing 7 days' notice. No written explanation for resignation is required.

***b) Termination of contracts***

Employee contracts may be terminated because of poor performance following three official warnings (verbal or in writing). In these cases, 30 days notice will be provided, and all accrued benefits including severance allowance will be paid.

Employment contracts may be terminated in cases of severe misconduct (see below). The FFI Myanmar reserves the right to terminate the employees' contract immediately with salary payments stopping on the date of dismissal. Unpaid leave will not be paid in cases of termination due to misconduct.

Employees may be made prematurely redundant if the FFI Myanmar lacks the funds to continue the position, eliminates the position due to restructuring and is unable to offer an alternative appropriate position, or the project under which the employee has been employed ends. In these cases, 30-days' notice will be given, and all accrued benefits and severance allowance will be paid.

During the probationary period, the FFI Myanmar may terminate employment contracts with 7 days advanced notice. No written explanation for the termination is required.

Should FFI Myanmar fail to provide the required notice of termination, employees will be compensated by payment of one month's salary.

A Program Director may decide that an employee's continued presence in an FFI Myanmar office following notice of termination is not in the best interest of the program. In this case, resignation or termination is effective immediately, with the employee receiving one month pay in lieu of notice.

Employment contracts are automatically terminated on the death of the employee. Salary payments will cease at the end of the month, and accrued benefits will be paid to the next of kin.

***c) Return of Program property***

Upon the end of an employment contract, for whatever reason, any material and intellectual property belonging to FFI Myanmar (equipment, project information, computer programmes, etc.) shall be returned to the FFI Myanmar. The Finance and Administration Manager and/or Program Manager will maintain records of equipment allocation to staff.

# 4. Employment Conditions

## 4.1 Probationary Period

Newly hired staff will be placed on probation for one to three months, as specified in the employment contract. During this period employee performance will be subject to review by the position Supervisor. Confirmation of the employee will depend on performance during this initial period.

The probation period may be extended for a further two months at the discretion of a Program Director, which will be specified in writing to the employee and copied to the Finance and Admin Manager.
During the probation period, either the FFI Myanmar or the employee may terminate the contract with seven days (7) notice, without justification.

### 4.2 Office Hours

Working hours are eight hours per day and should usually start between 08:00-09:00. One hour is provided for lunch. Offices will open at 08.30. Alternative working times and arrangements can be agreed between employees and their Supervisors depending on needs

Habitual lateness or early departure from the work place will be grounds for disciplinary action.

### 4.3 Work hours

Where not otherwise specified in an employment contract, a working month is taken to be 22 days. Employees are not expected to work on weekends unless demanded by the work. Public holidays recognised by the project are listed below.

Employees will sometimes be required to work overtime, or on weekends or public holidays. The FFI Myanmar does not pay overtime as this is regarded as part of normal working conditions.

Time spent travelling on FFI Myanmar business outside normal working hours will not be compensated.

### 4.4 Time Sheets

Employees are required to complete monthly timesheets indicating the hours worked. Where inputs in one month do not equal 22 days or more, salary may be deducted on a pro rata basis, at the discretion of a Program Director.

Consultants and short-term employees must also complete timesheets, which must be completed and signed by the Supervisor within two weeks of the end of the pay period (as specified in the contract).

### 4.5 Travel on Duty

Staff travelling on FFI Myanmar business are entitled to claim all direct costs relating to the journey.

Costs for meals, refreshments, tips, valet, etc. will be reimbursed on a receipt basis or a Daily Subsistence Allowance (DSA) will be provided, depending on the SOPs/cost norms and decision of Program Manager or Finance and Administration Manager.

Actual costs, based on receipts, will be reimbursed for travel and accommodation.

Cost norms are provided in the FFI Myanmar Standard Operating Procedures for Finance and Administration Management and are subject to periodic revision.

Staff travelling on FFI Myanmar business may apply for a travel advance, which must be accounted for within 10 working days of the staff member returning to his/her base.

### 4.6 Annual Staff Performance Review

The FFI Myanmar uses an annual performance review process to assess the work of all staff over the course of a year, and to compare achievements against agreed annual targets (see Appendix 1). Reviews are performed by the Supervisor.

Job descriptions will be revised whenever responsibilities change significantly. Revised job descriptions can provide the basis for a re-evaluation of staff salary grades. Whenever TORs are revised, a contract amendment will be signed by the Director and the employee, and a copy filed in the employee's Staff File.

### 4.7 Confidential Staff Files

FFI Myanmar maintains files for staff containing documents related to employment, salary appraisal, disciplinary action, etc. All Staff Files are confidential. Only the Finance and Administration Manager, Program Manager and the Directors and other delegated staff will have access to Staff Files.

## 5. Salary

### 5.1 Currency

Salaries are denominated in either Myanmar Kyat, US Dollars. The currency is specified on the employment contract.

### 5.2 Salary setting and review

Salaries are set by senior staff and are based on market rate, age and experience, and available budget. When setting salary levels, it is the responsibility of managers to balance the reasonable demands of staff for fair remuneration and the fiduciary responsibility to achieve value of money for donors.

It is not the policy of the FFI Myanmar to grant automatic annual salary increases. However, reviews will take place at least annually.

Reviews of salary are not based on Annual Staff Appraisals, though issues raised in the appraisals (from both sides) may be taken into account. The FFI Myanmar Directors will decide when pay reviews take place but will usually be during annual reviews and planning sessions, or when contracts are renegotiated.

### 5.3 Taxes and Social Security

All employees are responsible for arranging their own tax and other legally mandated payments. This is stated in the employment contract, the signing of which will indemnify the FFI Myanmar Program Partners in this regard.

### 5.4 Salary Payment Schedule

Staff are usually paid on the last working day of each month, in arrears. Arrangements for field staff will be made directly with the Finance and Administration Manager and will be specified in the employment contract.

### 5.5 Salary Advances

No advances will be made.

## 6. Benefits and Allowances

### 6.1 Leave

#### *a) Annual Leave*

Up to ten days paid annual leave is paid provided to employees on 12 months contracts. No annual leave is provided to staff on shorter contracts.

#### *b) Public Holidays*

The FFI Myanmar recognises 24 public holidays each year to employees on contracts of over 8 months. Consultants are bound by the conditions of their contracts, which usually state the total number of inputs and which do not consider Public Holidays.

When a public holiday falls on a Saturday or Sunday, it will be compensated by an extra day's leave at a time stipulated by the Program Manager.

If a member of staff is required or chooses to work on a Public Holiday, that day may be taken in lieu at a different time.

### *c) Annual and public leave allocation*

Staff must use up leave accumulated during a 'leave year' by the end of the year. Staff will not be allowed to carry over leave accumulated in any year into the next year. No compensation in terms of replacement leave days or cash payments will be made for leave lost in this way.

Requests to take more than three days annual leave at once must be made in writing at least 10 working days in advance and be approved by the Supervisor. Supervisors will consider work plans, accrued leave and other staff absences when considering approval of annual leave requests. Approval is noted by the FAM and noted in a staff leave file.

Supervisors are required to ensure that work plans provide employees with adequate opportunity to use the full amount of accrued leave.

Employees and consultants with contracts of more than 3 months are outside the scope of this policy.

### *d) Absent without permission*

Employees unable to attend work, for whatever reason, must inform the office of their absence by 10 a.m. and provide an adequate explanation.
Being absent without permission for more than five consecutive days is grounds for disciplinary action and may result in dismissal. Days when employees are absent without permission will be deducted from annual leave entitlements.

### *e) Compassionate Leave*

Compassionate leave is granted as follows:

- Employee' s marriage 3 days
- Marriage of employee's son or daughter 1 day
- Death in the immediate family 3 days

Other request for compassionate leave, such as severe illness of an immediate family, may be approved by the Program Manager as his or her discretion.

### *f) Sickness and Accident Leave*

In cases of serious sickness or accident, employees on contracts of over 8 month's duration are entitled to their full salary and benefits as follows:

- Up to 3 months' continuous service 3 weeks at full pay
- Over 3 months continuous service 6 weeks at full pay

Shorter-term consultants will not be paid for sick days, unless directly related to the conduct of their contract. Decisions on sick pay in these circumstances will be negotiated by the Directors with the consultant.

Continuation of sickness pay beyond the above limits is at the discretion of the Directors.

Employees claiming sickness or accident leave for more than three days must provide a doctor's note. The note may be verified by the FFI Myanmar to ensure all claims are valid. Failure to provide a doctor's note will result in the employee being considered to be absent without permission.

The FFI Myanmar may terminate the contracts of employee who are absent from work on sickness or accident leave for three consecutive months.

***g) Maternity Leave***

Maternity leave is given by the FFI Myanmar as follows:

- Female employees receive 14 weeks (6 weeks before and 8 week after) maternity leave on full pay
- Female employees giving birth to twins, triplets, etc. receive an additional 30 days leave for each additional child
- Female employees who suffer premature or still births receive 20 days leave
- Female employees unable to return to work at the end of their maternity leave for medical reasons will be retained by for three months without pay. A doctors' note is required as proof

***h) Paternity Leave***

Full-time male employees are entitled to 10 days paternity leave with full salary (for the birth of their own child or an adoption) to be taken up to two months before or after the birth of the child.

***i) Unpaid Leave***

After at least one year of employment, requested for unpaid leave of up to one month may be approved by the Directors.

**6.2 Medical and Accident Insurance**

All staff are issued medical and health insurance as stated in the terms of their contract. For long-term staff or those serving over 8 months per year, the insurance is as specified below.

Local contract staff on less than 8 months will not be offered the same insurance by default, but it may be specified in their employment contract, if determined necessary due to the nature of the work.

The FFI Myanmar does not provide insurance to foreign staff or consultants recruited or contracted outside of Myanmar.

Issued by MGEN through Myanmar Insurance under a Group Personal Accident, Hospitlisation and outpatient Cover Policy. MGEN and Ulink Myanmar are joint and issue health care card for each staff. Staff need to follow the instruction for benefit claim instruction and procedure for any medical cost claim to Ulink. Summary of terms:

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|---|---|
| Personal Accident | US$ 5000 per person for accidental death or permanent disablement |
| Hospitalization: | US$ 5000 any one person / anyone period |
| Ambulance services: | US$ 75 |
| Chronic Condition: | US$ 5000 for First onset and $ 2500 for Ongoing Management |
| Outpatient: | US$ 300 (up to) |
| Cost of treatment: | Full refund include intensive and day care (up to US$ 5000) |

Full terms and conditions are provided by the insurer and can be provided on request.

Insurance covers medical costs over a set minimum. Legitimate medical costs prior to the minimum can be requested directly from the project on production of acceptable documentation, up to 15 USD (or equivalent) per doctor consultation, treatment and medicine. Claims under this provision should be approved by the Program Manager.

It is the responsibility of employees to provide the necessary documentation in support of insurance claims for illness or accidents. The FFI Myanmar will provide advice, information and support but is not responsible for filing claims on behalf of employees.

In emergencies, the FFI Myanmar will pay medical costs covered by the insurer in advance, on behalf of the employee. It is the employee's responsibility to ensure those costs are

returned to the FFI Myanmar at the earliest opportunity, whether they are recovered from the insurer or not.

# 7. Expectations of Professional Conduct

All FFI Myanmar employees are expected to adhere to the highest standards of professional integrity and conduct. Employees are expected to:

- Be punctual and reliable in their attendance at work
- Comply with the prescribed terms and conditions of employment
- Observe normal procedures and instructions
- Work diligently, faithfully, honestly and competently
- Respect program property and equipment
- Treat their colleagues with courtesy and respect

### 7.1 Engaging in professional activities outside the organisation

Full time employees may not undertake any other professional activity (paid or unpaid) without prior approval from their supervisor. All other staff are free to take other employment outside the terms and conditions of their contract with the FFI Myanmar, though the program would appreciate being informed as a matter of courtesy.

Staff may not engage in activities that may jeopardize the reputation of the FFI Myanmar or its Program Partners.

### 7.2 Confidentiality

Employees must maintain confidential all operational matters relating to the FFI Myanmar or Program Partners that shall come to their knowledge in the course of their work and shall not, without formal consent, disclose these to any third party, either during or after their employment with the program. Inadvertent disclosure of confidential information must be reported to the Directors or the Program Manager.

Employees shall not communicate to any third-party information concerning the business of the FFI Myanmar or Program Partners that is not already made public and that is known to them because of their position within the program.

Staff shall not use information concerning the business of the FFI Myanmar or Program Partners that is not already made public and that is known to them because of their position within the program to personal or third-party advantage, or to the disadvantage of the FFI Myanmar or Program Partners.

### 7.3 Discrimination and harassment

The FFI Myanmar recruits and promotes staff on the basis of equal opportunity for all, without regard to sex, marital status, race, nationality, ethnic origin, political or religious belief, physical ability and sexual preference. Discrimination on these bases is not tolerated.

Harassment, including sexual harassment, and violence, are not tolerated and will result in disciplinary action. Workplace harassment includes offensive, intimidating, demeaning, hurtful, malicious or threatening comments or conduct towards another person.

Staff who believe they are suffering from harassment should be report this immediately to the Program Manager or a Director.

### 7.4 Acceptance of gifts and ‘commissions.’

Employees will not offer, solicit or accept cash, gifts or privileges in order to establish a beneficial situation, to solve a problem, or for any other reason.

Gifts or entertainment valued under US$7.00 may be accepted where these are a normal expression of courtesy or convention, and where they will not result in the expectation of reciprocal action.

The giving and receiving of gifts between FFI Myanmar employees with a supervisor / supervisee relationship is not permitted beyond normal expressions of courtesy or convention.

The program recognises that service providers may offer 'commissions' to induce use of their service. Commissions must only be accepted if they are in the best interests of the FFI Myanmar. Commission will be accepted only for the benefit of the organisation, not the employee. Employees offered commissions must report this to their Supervisor or the Program Manager.

Taking 'commissions' for personal gain is considered gross misconduct and disciplinary action may result, including termination.

### 7.5 Alcohol, drugs and smoking

The FFI Myanmar is committed to providing a healthy, safe and comfortable environment for its employees. FFI Myanmar offices are all non-smoking spaces.

Employees may not consume alcohol in FFI Myanmar offices except during official meals or functions. Employees whose work is impaired through the excessive consumption of alcohol may be subject to disciplinary action.

Employees who report for work under the obvious influence of alcohol or other drugs may be subject to disciplinary action.

### 7.6 Purchase or use of restricted or controlled animals or plants

Employees are expected to abide by national and international laws and covenants concerning the extraction, use and trade in species of animals or plants listed as controlled or specially protected. The FFI Myanmar also has an expectation that employees will conform to the expectations of a nature conservation organisation and demonstrate the highest duty of care for wildlife, both animals and plants in their professional and personal lives. The purchase, consumption or trade of any protected or controlled species of wildlife, or derivative product, is considered gross misconduct and may result in termination. This condition is extended to local hired daily labour, casual workers and anybody else who receives benefits from the FFI Myanmar and its donors for conservation purposes.

## 8. Disciplinary Procedures

Employees agree to abide by the rules and regulations detailed in this document, and any other lawful or reasonable instructions, written or verbal, given by the Directors or Program Manager. Staff who do not abide by the staff employment conditions may be subject to disciplinary action.

### 8.1 Professional Misconduct

The following cases of professional misconduct may result in disciplinary action:

1. Absence from duty without permission
2. Failure to carry out the instructions of a Supervisor
3. Theft or fraud of any nature, including the taking of 'commissions' for personal gain
4. Harassment of other staff in the work place
5. Physical violence in the work place
6. Intentional or wilful damage to or misuse of FFI Myanmar property
7. Criminal conviction

8. Misuse of FFI Myanmar vehicles
9. Drunkenness or substance abuse

An employee found guilty of professional misconduct may be:

1. Issued an official warning; employees who receive two written warnings may be dismissed
2. Dismissed from service with notice
3. Dismissed from service without notice

### 8.2 Grievance Procedure

Employees with grievances against other employees of the FFI Myanmar, their supervisor or the Program Partners should attempt to resolve them through discussion. In the event that grievances cannot be resolved satisfactorily in this way, the following procedure should be followed:

1. The employee should express the grievance in writing to the supervisor of the staff concerned
2. The supervisor will attempt to resolve the grievance
3. If the issue is still not satisfactorily resolved, the matter may then be brought to the attention of a Director
4. If the issue cannot be resolved at national level both the complainant and the Director may have recourse to the senior management of either FFI.

### 8.3 Conflict Resolution

***a) Conflict between Employee and the Supervisor***

Conflicts that arise between an employee and the Supervisor should be discussed and resolved with the Program Manager or a Director. If discussion does not resolve the problem, the employee and the Director shall request the help of an arbitrator acceptable to both parties. If the arbitrator is unable to resolve the problem, FFI senior management will make a final decision that will be binding to both parties.

***b) Conflict between two employees***

Employees in conflict with other employees of the FFI Myanmar should attempt to resolve them through discussion. In the event that the conflict cannot be resolved satisfactorily in this way, the following procedure should be followed:

1. The employees should identify a mutually acceptable arbitrator. They should separately express their understanding of the conflict in writing to the arbitrator.
2. If this fails to resolve the conflict the supervisor of both staff concerned will attempt to resolve the grievance.
3. If the issue is still not satisfactorily resolved, the matter may then be brought to the attention of a Director.
4. If the issue cannot be resolved at national level both the complainant and the Director may have recourse to FFI senior management.

## 9. Amendment of Employment Terms and Conditions

These Employment Terms and Conditions may be amended by a Director at any time on the recommendation of the Program Manager, FAM or other senior staff member. FFI Myanmar staff will be consulted on proposed changes.

Any changes will be enacted by written amendment to this document, or issuance of a new document. All serving staff will be notified in person of any changes.

Employees are encouraged to propose improvements to these Staff Terms and Conditions. All proposed changes will be considered by the Directors.

## Appendix 1: Annual performance review questions

To be completed by the employee and then discussed in person with the Supervisor. The Supervisor should.

1. Review the personal and professional goals you set for yourself last year, as well as your current job description.

    a) Have you made any progress toward these specific goals? What were the main advances you made and/or obstacles you encountered in achieving your personal and professional goals during the past year?

    b) Which aspects of your work provided the most satisfaction during the past year, and which ones were a source of frustration?

    c) What were your significant learnings during the past year about how you perform your job?

    d) How accurate and realistic is your current "job description" (not just the formal document, but the understandings under which you have operated)? Are any changes needed?

2. In which areas do you believe you are the strongest and have made the most contributions to the project/program/organization? In which areas are you in need of improvement or growth? What steps will you take in the next year to improve in those areas?

3. Has your supervision been adequate? Please be specific about both strengths and weaknesses in your supervision. How could it be improved?

4. How do you rate your overall job satisfaction at this time? Please explain.

5. What are your main personal and professional goals for 2008? What areas, interests, or skills do you want to emphasize in your work during the next year?

6. Come to the meeting prepared to discuss your relationships with other staff. Are there any issues we should know about that may affect performance?

7. Additional concerns or comments you would like to discuss.